
Some Necessary Conditions and Constraints for Successful Learning Organizations

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EXECUTIVE SUMMARY

We confer the notion that the reconfiguration of both knowledge creation and its distribution within learning organizations may be dealt with by increasing democracy in the workplace which implies a change towards a distributed and collaborative leadership. Structure, processes, and culture in learning organizations, are briefly discussed relating them to required leadership. We discuss some of the major factors constraining knowledge creation and its diffusion and suggest that a more profound and comprehensive approach may be required in order to monumentally transform learning organizations. Such an approach may need to be more systemic, and to include more levels, dimensions, and perspectives.

Keywords: Learning organization, Necessary conditions, Constraints, Knowledge, Workplace democracy.